

77-1441

30 SEP 1977

Executive Registry

77-5530/3

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Acting Deputy Director of Central Intelligence

FROM : James H. Taylor  
Comptroller

SUBJECT : Comments and Recommendations on OEEQ Request

REFERENCE : First Report on the Office of Equal Employment  
Opportunity, dtd. 22 August 1977, (ER 77-5530)

1. [ ] I am in sympathy with Omega Ware's efforts to improve our EEO performance, and we are taking steps to augment his staff as soon as possible. A total of [ ] positions for the Office of Equal Employment Opportunity is included in our budget for FY 1979, enabling us essentially to meet Omega's stated needs, albeit a year later than he would like.

2. [ ] Unfortunately, there is not much we can do about FY 1978 right now. We are faced with numerous additional personnel requirements, many of which I feel are of higher priority. Perhaps later in the year we will be able to free up some positions to at least meet the most critical of these requirements.

3. [ ] It is worth noting, however, that we do have a bit of a growth problem within the DCI Area as a whole. Augmentations for the Legislative Counsel, the General Counsel, the Inspector General, the Director's Office, etc., have raised the total complement for the DCI Area from [ ] positions in FY 1976 to [ ] in FY 1978, and our total request for FY 1979 amounts to [ ]. Further increases are bound to be the subject of some scrutiny from OMB or Congress. No action is required, but I believe you also should be concerned about any further expansion.

Distribution:

Orig. - Addressee

1 A/DDCI  
1 ER

James H. Taylor

77-5530/2

23 September 1977

MEMORANDUM FOR: Comptroller  
Director of Personnel

FROM: John F. Blake  
Acting Deputy Director of  
Central Intelligence

SUBJECT: First Report on the Office of Equal Employment  
Opportunity

The Director would appreciate receipt of your recommendations on the attached request to him from the Director, Equal Employment Opportunity.

/s/John F. Blake

John F. Blake

Att:  
Memo dtd 22 Aug 77 to DCI  
via ADDCI fr D/EEG, same  
subj (ER 77-5530)

Distribution:  
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ADDCI:JFBlake:kmg (23 Sep 77)  
~~Dist: JFBlake~~

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22 August 1977

Executive Register  
77-5530

MEMORANDUM FOR: Director of Central Intelligence

VIA : Acting Deputy Director of Central Intelligence

FROM : Omega J. C. Ware, Jr.  
Director, Equal Employment Opportunity

SUBJECT : First Report on the Office of Equal Employment Opportunity

1. Action Requested: For your information and for your approval of the recommended organization, and staffing of the Office of Equal Employment Opportunity.

2. Background: The Office of Equal Employment Opportunity was established in August 1975. The purpose was to begin the creation of the means to develop and conduct a realistic, objective-oriented and effective Equal Opportunity and Affirmative Action Program for the Central Intelligence Agency. The difficulties encountered during this two-year developmental period of the OEEO have been many. They included the lack of Agency understanding of the broad spectrum of activities and concerns under the umbrella of "EEO". They also included the problems centering on the development of an effective cadre of EEO specialists and on the determination of the most effective staffing, organization and operation of the OEEO.

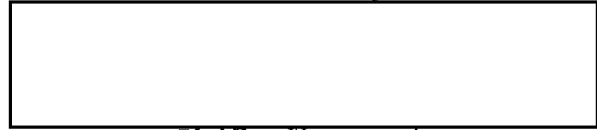
The primary issue for the OEEO currently is adequate staffing to support Agency pursuit of its obligations and objectives in those areas of human resource management which constitute the EEO Program.

The attached initial report on the OEEO is for your knowledge and consideration.

3. Recommendation: That the organization for the Office of EEO (page 12) providing a total of ☐ full-time personnel, attained or supplemented by a two-year rotational

STAT

EEO Specialists-in-training, be approved. This organization is based on the continuing and estimated needs of the activities and programs described in Section IV.



Omega J. C. Ware, Jr.

STAT

CONCUR:

\_\_\_\_\_  
Director of Central Intelligence

\_\_\_\_\_  
Date

CONCUR:

\_\_\_\_\_  
Acting Deputy Director of Central  
Intelligence

\_\_\_\_\_  
Date

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DCI/D/OEE0/Omeg0 J. C. Ware, Jr.:ar(19 Aug 77



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REPORT

The First Status Report on the Organization  
and Operation of the Office of  
Equal Employment Opportunity

I. Introduction

This is the first report on the operation of the Office of Equal Employment Opportunity (OEEO) of the Central Intelligence Agency. The purpose of this report is to assess the progress of the Office to date, review its goals, objectives and programs, assess its organization and problems and finally provide a basis for recommendations for the future operation and status of the OEEO.

II. Background

In early July 1975 a new Director, EEO and Deputy Director, EEO-Federal Women's Program Coordinator were appointed for the Central Intelligence Agency. This appointment marked the initiation of a new period in the attention devoted to Equal Employment objectives and Affirmative Action planning and conduct within the Central Intelligence Agency. The reorganization and increased attention to be devoted to ensuring equal opportunity and effective Affirmative Action in CIA were motivated by several factors including, but not limited to, the following:

A. The lack of a realistic and operative Affirmative Action Plan;

B. The lack of significant improvement in the historically small number of minorities in the Agency population;

C. The inadequate representation of currently employed minorities and women in all of the varied disciplines, components and grade levels of the Agency;

D. The low level of employee knowledge, understanding and commitment at all levels, regarding the legal, moral and professional benefits to be derived from effective human resources management, Affirmative Action, and equity of opportunity;

E. And, finally, the concerns of the Director of Central Intelligence and his EEO Advisory Panel, established in March 1975, for the lack of an effective EEO structure within the Agency.

In August 1975, the new Director, EEO assisted by the Deputy Director, EEO and an Assistant to the Director, EEO, established the Agency's first Office of Equal Employment Opportunity. This was a significant first step. Other than its recruiting effort the Agency had no history of effective EEO or Affirmative Action programs. The Agency also lacked a cadre of EEO specialists to staff its intent to meet its responsibilities under the law and to achieve the efficiencies deriving from equitable human resources planning. The creation of an Office of EEO was also warranted by the specific need of Agency employees to have an organizational entity, directly subordinate to the DCI, dedicated to equity and to their individual welfare, and with which they could identify. Prior to this time, Agency employees had only three part-time Agency-level EEO officials, a Director, an Assistant, and the Federal Women's Program Coordinator, all assigned to the Office of the Inspector General. Finally, the creation of an Office of EEO served the purpose of demonstrating both to the Agency population and to outside observers the commitment of the Agency and its Director to the national objectives of equal opportunity and affirmative action.

The creation of the new Office of EEO was hampered by several practical problems. A primary problem was the acquisition of the space within which to house the newly-created staff in an already crowded Headquarters. This problem was eventually resolved, in November 1976, by allocating facilities on the fifth floor to the OEE0.

A more important and difficult problem in establishing the OEE0 was the development of trained EEO specialists to conduct the varied and complex activities falling within the Office's responsibility. There were few people in the Agency with the sociological-psychological training and experience in Federal or private sector civil rights, equal opportunity or affirmative action programs and with sufficient Agency experience that the Office could enlist for its initial staffing. It speaks well for the Agency, however, that there were many who, for altruistic reasons, wished to change their careers from one of the conventional disciplines of intelligence to that of EEO specialist.

Perhaps the major problem for the new Office and its personnel was that constituted by the lack of Agency-wide understanding and experience in EEO. Agency personnel -- supervisors, managers and workers -- generally held misconceptions as to the purpose, objectives, legality and morality of affirmative action planning. Few, if any, employees considered



that the successful pursuit of Agency EEO and affirmative action goals would benefit other than black or female employees -- if those. Few were aware of the true goals and policies governing both Federal and Agency EEO planning. It was clear that one of the first objectives and tasks of the new OEEEO was to use every possible means to begin to inform and educate the entire Agency population on the real objectives of EEO and affirmative action. Further, the OEEEO had to begin to make the Agency population understand that the accomplishment of EEO objectives was an important tool of the Agency in the execution of its mission. Failure in EEO and affirmative action objectives would reduce the Agency's effectiveness in the accomplishment of its mission. The basic theme to be impressed upon Agency personnel is that the real business of the EEO organization of the Agency is that of effecting change to improve the management of human resources. EEO programs seek the maximum utilization of the skills, talents and training of all citizens -- employees and potential employees -- in pursuit of Agency goals and missions.

Most of the OEEEO problems are being overcome at least to the extent that none of them constitutes an insurmountable barrier to Agency progress in the varied areas of affirmative action and EEO planning. This progress has been due mostly to the dedication and selfless effort of the members of the new Office, and to the support and cooperation of the EEO Advisory and Women's Panels and of senior Agency management.

### III. Goals

The initial task of the OEE0 was to determine Agency "EEO-related" goals. The OEE0 defined these goals as a specific statement of the desired end-point toward which the Agency's efforts would be directed.

Goals are set by the DCI. Their pursuit is adjusted by management to meet changing conditions. The initial efforts of the OEE0 were aimed at three Agency goals:

A. The first goal established was to develop the means to ensure that the Agency achieve a representative population. The Agency was faced with the problem of overcoming a population structure derived, in part, from periods during which hiring, assignment, training, and promotion practices had a disparate effect on the placement and numbers of minorities and women. Achievement of this goal would ultimately lead to an Agency population that, viewed vertically through all grades or horizontally through all disciplines or components, would be nearly representative of the population makeup of "working America."

B. Individual development: The next goal to be pursued under the umbrella of equal opportunity was to provide or assure programs to ensure -- for reasons of cost effectiveness, efficiency and morale -- that every Agency employee be developed to the full extent of his or her potential.

C. Exploitation: Once the individual employee has been given an opportunity to develop and has utilized that opportunity successfully, again, also for reasons of efficiency, there must be programs to ensure that all employee skills, training and talents are fully utilized in the Agency's best interests.

Achievement of the above goals had as an underlying theme -- the elimination of fear, both personal and "professional." There must be policies and mechanisms to ensure that no employee will have cause to fear that his or her development, opportunity or professional utilization could be adversely affected for reasons not related to the employee's skills, the requirements of the job or mission, or the needs of the Agency.

#### IV. Activities

There are many specific activities and programs undertaken by the Office of EEO, either independently or in conjunction with other officials and components of the Agency, to accomplish our goals. Such activities include, but are not limited to the following:

EEOP: Probably the most important of the mandatory activities in which the Office of EEO and the Agency must engage during the year is the development and presentation of an effective and objective-oriented Equal Employment Opportunity Plan. This Plan, reflecting the policy of the DCI, seeks to accomplish three purposes for the Agency:

- (1) The EEOP reports accomplishments or lack of progress toward the objectives of the previous year's Plan;
- (2) It assesses the current situation, taking account of those objectives not reached in the previous Plan and identifies current problems; and
- (3) It specifies Agency efforts planned for the coming fiscal year.

This Plan is the Agency's key EEO document not only for Agency management and personnel, but also for the Civil Service Commission. The Civil Service Commission has made clear its concern that agencies identify and understand their problems even if all such problems are not readily solveable.

The Office of EEO provides guidance and direction to the Directorates in defining their goals and actions. The EEOP is then prepared in final form by the Office of EEO. However, it is important that Agency management and employees realize that this Plan results from a collective effort. It is the Agency speaking to Agency problems. It is, when completed, a reflection of the concerns of the DCI. The most important aspect of the EEOP is its provision for continuously monitoring and assessing the efforts called for in the Plan. It is a responsibility of management and of the Office of EEO to monitor EEOP execution and progress and to be prepared for periodic evaluation by the DCI and by the Civil Service Commission.

Statistics: The OEEO analyzes and provides statistical data on the composition of the Agency workforce. These data and analyses are used to discern trends and problems as well

as accomplishments. Studies on minorities are prepared for managers, EEO officers, the EEO Advisory Panel and the Federal Women's Board. The topics include such areas as recruitment, hiring, promotions, time and age in grade and training, and institutional barriers.

Affirmative Action Programs: Under the heading of affirmative action programs may be included the federally required programs such as the Federal Women's Program, and the Hispanic Program, as well as the Agency's Black Program, and other programs addressing the problems of minority groups. All such programs in the Federal government and in the Agency are based on the premise that there are groupings of people identified by race, sex, religion, national origin, color or age who have been accidentally or systematically denied full opportunity. As a result, there are programs under law, to aggressively resolve these inequities.

Federal Women's Program: The Agency is required by the Civil Service Commission to have a Federal Women's Program to monitor the status of women, to conduct programs and activities necessary to enhance the employment, development and advancement of women, and to serve as spokesperson for women's affairs. Under the direction of the Federal Women's Program Coordinator in the OEEEO, CIA has an active FWP Board which has co-sponsored activities for women, done studies on women's problems and advises the DCI. Women's Working Groups have been formed in each Directorate to address specific problem areas and to advise Directorate

Black Program: The specific objectives of the black program are to increase the total percentage of blacks in the CIA to make the Agency's population reflect a cross-section of the U.S. labor force; to ensure training and career opportunities commensurate with the skills and potential of all black Agency employees; and to attain greater equality in the Agency's grade structure.

To accomplish these objectives the OEEEO assists in the recruitment of black applicants through contacts established with university officials and minority interest groups; and, attends national minority conferences and conventions. The OEEEO reviews black applicant files that have been rejected by Agency components to assist the Office of Personnel in ensuring that the applicants have been given just consideration. The OEEEO monitors employee enrollment in supervisory and management level courses to assess whether the absence of representative numbers of minorities in the courses is caused by disparate treatment; and, assists Agency component managers with the development of practices aimed at reducing grade and assignment disparities.

Hispanic Program: The objective of the Hispanic Program is to ensure that Spanish-speaking Americans have equal opportunity in the Agency to compete in efforts or programs involving recruitment, training, upward mobility, career counseling, and promotion. Since a principal thrust of the Hispanic Program is recruitment, the OEE0 reviews traditional staffing and recruitment practices to identify and correct those which may act as artificial barriers in providing equitable opportunities to all persons, including Hispanic applicants. The OEE0 monitors summer employment programs for responsiveness to the Hispanic. To give renewed emphasis to CIA's desire to improve its position vis a vis the Hispanic minority, the OEE0 has developed "Task Force Hispanic", which will begin a year of intense recruiting, information programs within the Agency, and other events designed to educate Agency managers on the benefits of hiring Hispanics.

Upward Mobility: The Agency is required by law to advance equal employment opportunity through results-oriented Upward Mobility programs and to increase career opportunities for lower level Federal employees (below GS-9 or equivalent) who are in positions or occupational series which do not enable them to realize their full work potential. In the past few years there have been many programs within the Agency which either were or purported to be Upward Mobility programs. More importantly, in the Agency there was a vast amount of misunderstanding of what Upward Mobility is, what the requirements upon the Agency are, and how to organize Upward Mobility programs to meet Agency needs. Some of this still exists today. A continuing legal and practical requirement, therefore, is the fostering and development of programs to meet Agency Upward Mobility needs.

In this endeavor the major responsibility of the Office of EEO is that of motivating Agency management and EEO officials to design and implement Upward Mobility programs and ensuring complete understanding of the elements and objectives of Upward Mobility programs. The OEE0 must monitor and evaluate Agency Upward Mobility programs to ensure that the following basic elements are always present:

- a. Identification of professional/technical positions for successful Upward Mobility participants.
- b. An equitable selection process.
- c. The provision of efficient formal and on-the-job training to prepare participants for new professional positions.

- d. An evaluation process.
- e. Counseling.

However, the most essential element of an Upward Mobility program is the full support of top management and the total commitment of all levels of management. Without this element, the program will fail to meet its legal and moral commitments.

The real test of effective Upward Mobility programs in the Agency is not to be found in the number of employees who have converted, in any given year, from non-professional to professional positions. Instead, the test is determined by the size of the untapped and unused professional potential in our non-professional ranks, and the concomitant credibility factor gained for the program among the ranks of non-professionals.

Community Relations: Another activity asked of the Agency under Federal regulation is that which is generically headed "Community Relations Programs." These programs recognize the role of the Federal Government in the local and national community, the impact of Federal agencies on those communities, and the relationship which should be between agencies and communities to the benefit of both. The Central Intelligence Agency has for the period of its existence generally not been involved in programs of this type. For the most part this lack of involvement has been justified by security requirements -- the Agency obligation to avoid identification of its personnel and activities. Reexamination of the Agency's situation with regard to these obligations, however, has revealed that there are several opportunities for Agency participation in certain kinds of community relations which would be beneficial both to the community and to the Agency. The development, organization and implementation of such programs is a primary responsibility of the OEEO. An immediate benefit would be improved support of Agency recruiting efforts and the development of public understanding of the CIA's role in national policy formulation and national defense. In addition, certain program efforts enhance the employability of the minority and disadvantaged segments of the community. The OEEO plans to expand Agency community efforts such as the publicized tutoring program at Ballou High School. Other activities include exhibits at minority conferences, participating in career days at predominantly black and Hispanic colleges and participating in high school and college job fairs.

Training: The OEEO and OTR have developed a new managerial training course -- Management for Equality of Opportunity. This course will assure managers and

supervisors both the understanding and the knowledge to implement equitable employment and opportunity policies. More importantly, it will increase their sensitivity to disparate treatment and effect, the need for affirmative action and to the human factors in management. The new course is the first step in the OEEEO training program. Next steps include developing as separate packages the training modules of the OTR course for flexible, on-site presentations, the development of a non-supervisory EEO course, and expansion of our EEO-Human Resource Management briefing series now integral to varied OTR courses.

The Complaint System : The Agency is required by law and Civil Service regulation to operate an efficient EEO Complaint System. The operation of this system is the responsibility of the Director of Central Intelligence and the Director, EEO. In this Agency, as in all of the Federal Government, an effective EEO complaint system can only be built on the foundation of the confidence of employees in the integrity of the system and in the objectivity and sensitivity of the OEEEO, its EEO officers, counselors and investigators both domestically and overseas, as the functionaries of that system. This is a difficult and complex system that is more than compensated for by the results in higher morale and productivity. On 18 April the system was expanded to include provision for class action complaints.

Legal: This activity includes keeping abreast of changes in law, judicial decisions and EEO regulations and to effectively monitor Agency managerial policies and practices to assure compliance with the letter and spirit of laws to ensure equity.

Fundamental to the responsibility of keeping abreast of new laws and regulations is the responsibility to issue new guidance and to update outdated headquarters and field regulations and notices. During this fiscal year, the OEEEO issued a headquarters notice on age discrimination and a notice on complaint system procedures [redacted]. In addition, a booklet on how the discrimination complaint system works was issued to all employees. Agency regulations for processing class complaints of discrimination are currently being drafted in cooperation with the Office of General Counsel. The headquarters regulation on EEO, [redacted] is also in the process of being updated.

The legal responsibility also includes assisting in developing guidelines for operating the complaint system and maintaining a close working relationship with the Office

of General Counsel and with the Civil Service Commission. Of continuing concern to the OEE0 is in the area of possible conflict between the CIA Act of 1947 requiring protection of sources and methods and the EEO-related legislation requiring all Agency personnel complete access to the complaint conciliation and adjudication processes. This activity becomes particularly sensitive when the process involves covert employees and activities.

Internal Information: The Agency's goal is to inform employees of affirmative equal employment opportunity policy and of the EEO program and to enlist their support. Towards this goal, the objectives of the OEE0 internal information activity are to develop effective methods of informing all employees of the EEO policy, philosophy, programs and progress. During this year the OEE0 has established bulletin board space and handout pockets in Headquarters and ten other buildings and has displayed seven special features and news displays, and mounted "Operation Feedback". The OEE0 has begun publishing a newsletter for EEO officers and managers and is writing an EEO awards plan. A noon film series and a newsletter for all employees are also being planned. In short, the OEE0 objective is to establish the means to ensure that CIA have employees better informed than those of any other federal agency.

Management Evaluation: The OEE0 has recognized the obligation to analyze Agency management policy, procedures, and practice and is developing a Management Evaluation Officer. Too often, real or perceived discrimination problems and career development barriers are discovered only after an employee comes to an EEO counselor. Experience with the discrimination complaints system shows that relatively minor changes to management or supervisory policy or practice can eliminate many basic problems. The OEE0 plans to initiate continuing preventive action by discovering and eliminating systemic or institutional disparate treatment.



V. OEEO Organization and Manning

When the OEEO was created in August 1975, its initial personnel complement and structure was established based on a generally inadequate knowledge of the breadth and scope of office responsibilities and workload. The initial Table of Organization, therefore, was established by the Director of Central Intelligence with the stipulation that the positions and structure should be reviewed in September 1976 with particular attention to "a) possible up-grading of Director, EEO from GS-16 to GS-17; b) possible full-time assignment of position as well as detailing individual as EEO Specialist (investigative); c) any other changes in the Office which might appear indicated at that time based upon the level of activity and performance of the individuals holding these positions." This initial Table of Organization provided positions for 8 personnel. Those were:

Director, EEO	GS-16
Deputy Director, EEO	GS-15
Federal Women's Program Coordinator	GS-15
EEO Specialist	GS-13
EEO Specialist	GS-13
EEO Specialist (full-time investigator)	GS-13 (temporary detail)
EEO Specialist (trainee assistant)	GS-09
Secretary-Admin Assistant	GS-07

Our experience to date has clearly indicated the need for a more effective size and organization of the OEEO. This new structure is based on the activity and program load of the Office, the increasing EEO complaint caseload of the Agency, and the demands resulting from a clearer understanding of the tasks and responsibilities of the OEEO. Some structural changes have already been made in the original office organization warranted, in the main, by legal requirements and obligations. These changes include the decision to permanently assign the "temporary detail" EEO Specialist -- senior investigator. Most importantly, the OEEO has been supplemented by the addition of several rotational EEO Specialist-trainees to the Office and currently by one Career Trainee. These EEO Specialist-trainees have all been temporarily assigned to the Office of EEO by their parent organizations for periods of from one to two years to receive formal and on-the-job training. This training and experience will not only qualify them as EEO Specialists, but also provide some of the most effective managerial training available. When this training is successfully completed these rotational Specialists may be assigned as permanent EEO Specialists in the Office of EEO, as full-time directorate EEO officials or return, better equipped, to supervisory positions.

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PROGRAMS  
STAFF

Approved For Release 2004/03/15 : CIA-RDP80M00165A001100120008-2

This structure is based on experience and estimates of the Office's work requirements and responsibilities. It is also derived from consideration of the unique peculiarities of organizing and conducting an effective equal opportunity and affirmative action program in the Central Intelligence Agency. The nature of the Agency requires that EEO specialists possess a level of knowledge, skill, maturity and professionalism equal to that of the Agency's intelligence specialists and far more than is required of their counterparts in other federal agencies. Review of Agency, Civil Service Commission and other federal agency experiences clearly indicates that real and continuing results in the varied programs for which "EEO" is responsible are not possible without a capable corps of professional EEO specialists. This structure provides for an EEO Office with an organization and grade structure that can attract, hold and justly compensate high quality specialists with grade and job satisfaction. It will also provide for the professional growth and maturation of the incumbents and provide some upward mobility opportunity. The structure could also serve as a reasonable "home" for full-time, trained EEO specialists serving elsewhere in the Agency.

#### VI. Summary

The preceding report of OEE0 experiences and activities indicates problems but also opportunities for increased effectiveness through change. The Office of Equal Employment Opportunity has matured and is now able to more precisely define its role in the Agency. The OEE0 is also therefore more aware of the quantity and quality of resources necessary to accomplish Agency EEO-related goals.

ANNEXES

Director, EEO

STAT The Director of Equal Employment Opportunity is appointed by the Director of Central Intelligence in compliance with [ ] and is responsible to the DCI. The Director, EEO provides leadership and assists in the formulation of Agency policies governing the equitable and full utilization of human resources. The incumbent supervises the development and implementation of EEO and Affirmative Action Plans and Programs and evaluates their conduct and results. The Director, EEO reports regularly on the status of these efforts to the DCI and recommends improvements, new measures and disciplinary actions as necessary.

The responsibilities of the Director, EEO include the management of the Office of EEO and the Agency EEO system, membership on senior policy groups as required by the DCI and service as Agency Ombudsman.

Deputy Director, EEO  
Management and Complaints

The Deputy Director is responsible for the day-to-day operations of the Office being concerned with the management of EEO programs, budget, security, personnel actions and training. The incumbent establishes and maintains procedures and mechanisms for monitoring all Agency personnel policies and practices to ensure compliance with Civil Service Commission and Agency regulations. The incumbent also provides leadership of the EEO Complaint System ensuring its efficient and effective operation in the unique environment of CIA. In this capacity, the Deputy Director chairs the Complaint Evaluation and Disposition Committee which advises the Director, EEO on the acceptability and disposition of EEO complaint cases.

Deputy Director, EEO for Programs  
and  
Federal Women's Program Coordinator

Directs the EEO Programs of the Agency, ensuring their effectiveness, coordination and compliance with Civil Service Commission and Agency regulations and guidelines. These programs include the Annual EEO Plan, the Federal Women's Program, the Hispanic Program, the Black Program, Upward Mobility, Full Utilization of Skills and Training, and Community Relations.

As the CIA Federal Women's Coordinator, plans and develops the Agency's Women's Program and directs the activities of the Federal Women's Program Board. Represents CIA on the Inter-agency FWP Board, and in women's matters with the Federal Government and the community. Acts as ombudsman for the women of the Agency.

### EEO Program Coordinator

The EEO Program Coordinator has three major responsibilities:

1. Officer responsible for the preparation of the Annual CIA EEO Plan;
2. Research, analysis and presentation of statistical information on the status of EEO;
3. Serving as Deputy, FWPC.

The EEO Plan duties include preparing the Agency's EEO Plan, continuous liaison with Civil Service Commission program reviewers to assure the timeliness and adequacy of the Plan; providing guidelines and direction to the Directorates and to EEO Program Coordinators; and, assessing input to the Plan for adequacy, accuracy and content.

Statistical responsibilities include the collection and analysis of all data relevant to the Agency population, producing reports, providing briefings and recommendations relating to the status of human resources in the Agency. Also maintains statistics, and provides statistical support to management, Program Coordinators, the Complaint System, EEO Officers, Federal Women's Board, FWP Directorate Working Groups, and the DCI's EEO Advisory Panel.

Deputy, FWPC duties include providing direction to and coordinating the activities of the four Directorate Women's Working Groups and providing for liaison and coordination with the secretarial panels.

### Upward Mobility and

### Full Utilization of Skills and Training (FUST) Coordinator

Designs and implements Agency Upward Mobility and Full Utilization of Skills and Training Programs. Monitors and evaluates Directorate and component programs. Ensures that all such programs are in compliance with Agency regulations and Civil Service Commission guidelines and intent. As the Agency's technical expert on these programs, provides advice, guidance and direction to Agency management and EEO officials. Writes Agency guideline and handbooks as required.

Black and Other Minorities Program Coordinator

The Coordinator is responsible for the development, implementation, and evaluation of programs and efforts to:

- a. increase the percentage of blacks and other minorities in CIA at least to numbers comparable to population proportions in the Federal Government; and,
- b. decrease the grade and position disparity between Agency blacks, other minorities and white male employees.

The Coordinator monitors the Agency's hiring process, especially the Minority Employment Coordinator System, and reviews rejected black professional applicant files to provide additional assurance that applicants were given due consideration. In addition, using information and statistics, the Coordinator identifies problem areas that impede the hiring, training, development and promotion of blacks in the Agency and recommends policies and actions to increase equity and efficiency. Responsibilities will increasingly require the development of programs for the disadvantaged.

Community Relations Coordinator

This Coordinator is responsible for developing, coordinating and implementing, with the cooperation of the Office of Personnel and other Agency elements, community activities to improve the Agency's ability to attract applicants from all segments of the community and support the development of local youth for Federal employment. For example, the Coordinator is developing an Agency voluntary tutorial program as an initial Agency effort. A secondary objective of this effort is to assist in educating the American public as to the role and contribution of the Central Intelligence Agency. To accomplish these ends, the Coordinator is responsible for developing Agency exhibits and assuring their effective display at conventions, career days, job fairs, etc., to describe the Agency and its career opportunities. The Coordinator will also assist in minority recruitment activities as required by Agency components or the Office of Personnel.



### Hispanic Coordinator

Develops and implements the Agency's participation in the Federal Hispanic Program. Monitors and assesses the employment and development of Hispanic employees. The Hispanic Coordinator is bilingual and bi-cultural, and will represent the Agency in the local and national Hispanic communities. These include colleges and universities -- not only the Hispanic program but also as an Agency professional effective in explaining the role of the CIA.

### Legal Coordinator

The Legal Coordinator is responsible for monitoring EEO and Civil Rights-related legislation, court decisions, and Civil Service Commission issuances and analyzing them for their relevance and impact on CIA policies and practices. The Legal Coordinator will pay particular attention to areas of difficulty arising between the Agency's EEO and National Security responsibilities. The Coordinator serves as the OEEEO specialist in class-action EEO complaints and has the responsibility for monitoring and guiding personnel involved in the prosecution of such complaints and assure effective liaison with CSC claims examiners. The Legal Coordinator monitors, and assesses the adequacy and legality of, Agency EEO-related regulations, notices, or other issuances, providing re-drafts for the Director, EEO as necessary. The Legal Coordinator aids the Complaint System Coordinator in monitoring and assuring the efficient and legal operation of the Complaint System, is an investigator and is a member of the Complaint Evaluation and Disposition Committee.

### Complaint System Coordinator

The Complaint System Coordinator is responsible for supervising the day-to-day operations of the EEO complaint system giving particular attention to the initial review of incoming formal complaints, the selection and training of investigators, monitoring and advising investigators during investigations, and the training and effectiveness of EEO counselors.

The incumbent serves as chief of the complaints section supervising the legal and investigative functions as well as the CSC reporting requirements. The Complaint System Coordinator is a member of the OEEEO Complaint Evaluation and Disposition Committee.

### Staff Investigator

The Staff Investigator is an EEO specialist and a full-time investigator of EEO complaints. As such, he or she must devise investigative strategies; determine the witnesses to be interviewed; obtain their statements; gather, assess and present pertinent documents; recognize and pursue relevant leads; all while ensuring that the Agency and participants assure obligations of the Agency. The Investigator prepares a comprehensive summary report of the investigation to support managerial decisions. In general the Investigator must ensure that the investigation is complete, accurate, fair and impartial and which contributes to a solution of the complaint that is equitable for both the Complainant and the Agency. The incumbent might be expected to conduct two or three investigations simultaneously, or in overseas facilities, depending on the needs of the OEEO and the complexity of the cases at hand.

### Complaint System Assistant

The Complaint System Assistant serves as a general support assistant to the EEO complaint system. The assistant compiles the status reports on Agency EEO counseling cases and formal complaints that must be provided the Civil Service Commission each month. The Assistant establishes and maintains OEEO reference files on all formal complaints filed, as well as on prospective cases. He or she is the focal point for information on required formats for affidavits, certification of documents, investigators' summary investigation reports, and the official investigation file. The incumbent is also responsible, with specific guidance from the Complaint System Coordinator, for the sanitizing of any reports, letters, or case files that must be sent to the CSC or released to the courts. The Assistant also serves as a staff investigator and counselor, as required.

EEO Information Officer

The EEO Information Officer is responsible to assure that all employees and employee organizations and components are informed of Agency affirmative action and equal employment policy, programs and activities. This officer produces, edits and publishes newsletters and briefs, provides visual aids, displays and lectures, maintains informative, attractive and timely EEO Bulletin Boards and is the Agency correspondent for EEO to all federal and external publications, as appropriate. For "EEO" information in general, the information officer is the Agency's reference source.

EEO Training Officer

The EEO Training Officer is the Agency's primary EEO trainer who manages the CIA EEO training program to provide orientation, training, and advice to all Agency personnel particularly managers and supervisors, as well as EEO counselors, and investigators to assure their understanding of EEO policy and their ability to effectively conduct equal employment opportunity programs. The incumbent, in cooperation with the Office of Training, develops Agency, directorate, and component courses and course modules and supervises the efforts of other Agency or external resources in their EEO course development tasks.

Management Evaluation Officer

The Management Evaluation Officer monitors and assesses managerial and supervisory policy, activity and performance to help the OEEO and DCI insure continuing application and vigorous enforcement of equal opportunity and affirmative action policy. The incumbent aids in the development and operation of a management evaluation system which provides constructive appraisals of systems and procedures which evaluate Agency supervisors and managers in compliance with Agency and CSC guidance. This officer provides the primary OEEO liaison and contribution to the Agency Personnel Development Plan, Annual Personnel Plan, recruiting effort, hiring, panel ranking systems, promotions, selection and fitness reporting and training.

EEO Information and Training Assistant

The EEO Information and Training Assistant assists the EEO Training Officer, the EEO Information Officer and the Management Evaluation Officer. The incumbent maintains an information distribution system of mailing lists and materials logs, prepares material for mailing, assists in the maintenance of bulletin boards, types various material, and gathers data. This is an upward mobility position.

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2	<i>TE-12 Hqs.</i>		
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	<b>ACTION</b>	<b>DIRECT REPLY</b>	<b>PREPARE REPLY</b>
	<b>APPROVAL</b>	<b>DISPATCH</b>	<b>RECOMMENDATION</b>
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

First Report on the Office of Equal Employment Opportunity

FROM:

John F. Blake  
Acting Deputy Director of  
Central Intelligence

EXTENSION

NO.

DATE

24 August 1977

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central Intelligence  
7D 5607 Hqs

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Sir:

This is a rather long-winded and not too specific report on the accomplishments of the Office of Equal Employment Opportunity. I am somewhat struck by the lack of any reference to statistics or statement of accomplishments of many of the programs listed. The accomplishments are there to be found.

I would suggest that we send the recommended T/O to both the Comptroller and the Director of Personnel for comment and recommendation back to you.

/s/ Jack Blake

John F. Blake

Att:

ER 77-5530

Distribution:

Orig RS - DCI

1 - ADDCI

☒ - ER

ADDCI: JFBlake:kmg. (24 Aug 77)

ER 77-5530: Memo dtd 22 Aug 77 to DCI via ADDCI fr D/EE0, same subj